

CITY OF SANTA CLARA
2015-2017 STRATEGIC OBJECTIVES UPDATE
July 14, 2015

Two Year Goal: PROMOTE AND ENHANCE ECONOMIC AND HOUSING DEVELOPMENT					
When	Who-Lead	Who-Assist	What	Status	Comments
09/30/2015	Deputy City Manager	Director of Planning & Inspection	Enter into a Development Rights Agreement for 90 North Winchester (BAREC) property to build senior housing.	Revised Date	Upon the deadline on April 30, 2015, the city received 8 proposals and is currently conducting its analysis. Proposals will be evaluated and interviews will be set for the most qualified developers. Staff plans to return to City Council for developer selection in late summer/early fall, 2015.
8/28/2015	Assistant City Manager/Economic Development Officer	Director of Planning & Inspection	Evaluate, develop and issue an RFP, select a developer, and work on a Development Rights Agreement for the Santa Clara Downtown/Super Block Project.	On Target	Based on Council feedback, community meetings will be held prior to the issuance of an RFP. Staff is working on the development of the format to best solicit feedback and the timing of the implementation of the community meetings.
10/27/2015	Assistant City Manager/Economic Development Officer	Director of Planning & Inspection Deputy City Manager	Continue working with our development partners on existing projects currently going through the planning process, including the Related/Montana project – City Place.	On Target	Term Sheets and ENA extensions with Related and Montana Property Group on the Tasman Lots were presented and approved by Council on June 16, 2015. Work is continuing on the EIR. It is anticipated that the DEIR will be released in late summer 2015.
12/31/2015	Assistant City Manager/Director of Finance	Deputy City Manager	Evaluate a reuse plan for Civic Center.	On Target	Staff is reviewing prior space needs analyses to help determine next steps.
6/30/2017	Director of Planning & Inspection	Director of Public Works	Continue to locate opportunities to create transit villages throughout Santa Clara.	On Target	Next steps would follow successful progress on Lawrence Station Area Plan and Tasman East Area Plan; identification of future TOD areas dependent upon availability of transit station/corridor opportunities

CITY OF SANTA CLARA
2015-2017 STRATEGIC OBJECTIVES UPDATE
July 14, 2015

Two Year Goal: ENSURE FISCAL RESPONSIBILITY					
When	Who-Lead	Who-Assist	What	Status	Comments
6/30/2016	Assistant City Manager/Director of Finance	Assistant City Manager/Economic Development Officer	Continue wind-down efforts of the former Redevelopment Agency.	On Target	Settlement discussions continue with taxing entities and State Department of Finance (DOF). The lawsuit filed by the County of Santa Clara, Santa Clara Office of Education, and the Santa Clara Unified School District was heard on October 31, 2014 and a hearing on the City's cross complaint took place on April 24, 2015 in Sacramento Superior Court. In each instance, the Court has ruled for the County. The City/Successor Agency has now paid off the amounts owed on the Low and Moderate Income Housing Fund and Other Funds and Accounts Due Diligence Reviews and is working on receiving a Finding of Completion from the DOF. Once received, Staff will complete the Long-Range Property Management Plan for submittal to the Oversight Board.
6/30/2017	Assistant City Manager/Director of Finance	Assistant Director of Finance	Continue to replenish City reserves and maintain strong, fiscally-sound management policies of City revenues with long term goals in mind.	On Target	The City Council approved the transfer of \$2.2 million of one-time monies received from the RDA dissolution process to the Working Capital Reserve on June 23, 2015. Additional monies are expected to be available for transfer to reserves once final year-end actuals are known.

CITY OF SANTA CLARA
2015-2017 STRATEGIC OBJECTIVES UPDATE
July 14, 2015

Two Year Goal: ENSURE FISCAL RESPONSIBILITY					
When	Who-Lead	Who-Assist	What	Status	Comments
6/30/2017	Deputy City Manager	Assistant City Manager	Hire an asset Manager and/or real estate property consultant to evaluate all City assets, manage contracts related to the City, Stadium Authority, Sports & Open Space & Housing Authority assets; assist the Council with property disposition	On Target	Staff has begun work on an RFP for consulting services.

CITY OF SANTA CLARA
2015-2017 STRATEGIC OBJECTIVES UPDATE
July 14, 2015

Two Year Goal: ENHANCE COMMUNITY SPORTS AND RECREATIONAL ASSETS					
When	Who-Lead	Who-Assist	What	Status	Comments
6/30/2016	Director of Public Works		Develop new creek trail sections: Kiely underpass to Homeridge Park.	On Target	The preliminary study for the Pedestrian and Bicycle Access to Central Park (CIP 1370) has been completed. Concept design and environmental documents phase is underway. The revised date reflects date in the approved CIP.
6/30/2016	Director of Parks & Recreation	Assistant City Manager/Director of Finance	Continue with the planning and development for the relocation of the International Swim Center and the Swimming Hall of Fame.	On Target	The schematic design and financial program plans will need additional revisions due to projected high construction cost estimates, new site survey information, and direction from the City Project Clearance Committee. Additional environmental work including traffic and parking study are anticipated over summer 2015. ISHOF is reviewing interim lease space agreement.
6/30/2017	Director of Parks & Recreation	Assistant City Manager/Director of Finance	Identify potential locations for the new Youth Sports Complex, explore financing options, and work with all interested parties.	On Target	Staff continues to review options, including completing elements of the complex at multiple locations.

CITY OF SANTA CLARA
2015-2017 STRATEGIC OBJECTIVES UPDATE
July 14, 2015

Two Year Goal: ENHANCE COMMUNITY SPORTS AND RECREATIONAL ASSETS					
When	Who-Lead	Who-Assist	What	Status	Comments
6/30/2017	Director of Parks & Recreation		Develop a plan and acquire recreational open space.	On Target	With the introduction of Chapter 17.35 to the City code in 2014, new housing development projects are required to dedicate parkland and/or pay an in lieu fee. Parks & Recreation staff are evaluating projects for compliance with the ordinance and exploring best practices in parkland planning such as purchase of adjacent properties to existing parks (for expansion), completing trail right of ways, and acquisition of underutilized industrial space for brownfield conversion to parkland.

CITY OF SANTA CLARA
2015-2017 STRATEGIC OBJECTIVES UPDATE
July 14, 2015

Two Year Goal: DELIVER AND ENHANCE HIGH QUALITY EFFICIENT SERVICES AND INFRASTRUCTURE					
When	Who-Lead	Who-Assist	What	Status	Comments
7/31/2015	City Clerk and Auditor	City Attorney Public Communications Manager	Establish an ad-hoc Governance Committee under the direction of the City Council.	Done	This committee was established at the June 16, 2015 Council Meeting as a standing committee.
7/31/2015	City Librarian Director of Parks & Recreation	Director of Human Resources	Restore and improve city services, including increasing hours at the Library and Senior Center.	Done	The Library Department has restored 3 hours to the Mission Library and 9 hours to the Central Park Library effective July 1, 2015.
12/11/2015	Director of Human Resources	Fire Chief Police Chief	Increase city staff where feasible, especially Public Safety positions.	On Target	A Police Department Staffing Study has begun by the Center of Public Safety Management (CPSM) and is anticipated to be completed by September for review. A Fire Department Study is to begin after an RFQ has been submitted, which is expected to be submitted by the end of July. In the meantime Public Safety has received additional funding to allocate towards positions in the 2015-2016 fiscal year.
12/31/2015	Assistant City Manager/Chief Operating Officer	City Librarian Director of Electric Utility/SVP Director of Information Technology Director of Parks & Recreation Director of Public Works Director of Water & Sewer	Improve and maintain city infrastructure: electric, water and sewer, streets, parks, etc.	On Target	There has been continuous review of infrastructure needs and specific projects have been identified within the Capital Improvements Project budget.

CITY OF SANTA CLARA
2015-2017 STRATEGIC OBJECTIVES UPDATE
July 14, 2015

Two Year Goal: DELIVER AND ENHANCE HIGH QUALITY EFFICIENT SERVICES AND INFRASTRUCTURE					
When	Who-Lead	Who-Assist	What	Status	Comments
12/31/2015	Director of Planning & Inspection	Building Official	Review and implement standards for bird safe designs for buildings within the city. (Bring to Planning Commission)	On Target	CEQA review of City Place project will include bird-safe design measures and inform potential development of Citywide standards.
6/30/2016	Deputy City Manager	Director of Planning & Inspection	Continue to look for opportunities to modernize and revitalize the El Camino Real and work with current property owners to refresh their properties and ensure compliance with conditions of approval.	Future	The Precise Plan for El Camino Real project (CIP 6536) has been identified and approved within the Capital Improvements Project budget.

CITY OF SANTA CLARA
2015-2017 STRATEGIC OBJECTIVES UPDATE
July 14, 2015

Two Year Goal: BALANCE THE EMERGING ECONOMIC OPPORTUNITIES WITH THE NEEDS OF OUR COMMUNITY					
When	Who-Lead	Who-Assist	What	Status	Comments
6/30/2015	Deputy City Manager	Director of Planning & Inspection	Develop a plan to support minimum quality of life standards for residents and the development of an affordable housing plan with focus on the homeless and housing vulnerable.	Done	Council approved program for case management for chronically homeless with County in June 2015
8/28/2015	Assistant City Manager/Economic Development Officer	Deputy City Manager	Create a development standard (including criteria checklist) and city plan to provide high quality of life core services for our existing and future residents.	Revised	Council has requested staff to review a potential public art fee and to discuss Santa Clara's participation in the Community Funds' Affordable Housing Nexus and Feasibility Study. Staff met with the Community Fund on July 7.
12/31/2015	Deputy City Manager	Director of Planning & Inspection	Establish a tracking process, as called for in the city's General Plan, for new development compliance and city readiness to provide all requisite services and infrastructure required as a result of development for residents, businesses and visitors.	Revised Date	Staff expects to begin to coordinate this effort during the second half of the calendar year.

CITY OF SANTA CLARA
2015-2017 STRATEGIC OBJECTIVES UPDATE
July 14, 2015

Two Year Goal: BALANCE THE EMERGING ECONOMIC OPPORTUNITIES WITH THE NEEDS OF OUR COMMUNITY					
When	Who-Lead	Who-Assist	What	Status	Comments
2/29/2016	Assistant City Manager		Engage the region and prepare for Super Bowl 50, including local celebrations.	On Target	Planning is underway for a series of events to be held in Santa Clara leading up to Super Bowl 50 including: 1) Tree Lighting and Ice Rink at Central Park, 2) Public art installation commemorating the 50th anniversary of the Super Bowl, 3) Gridiron Glory: The Best of the Pro Football Hall of Fame exhibit at the Triton Museum of Art, 4) 5k/10k/Fun Run, 5) Black & Gold Ball, 6) Concert and Fireworks in partnership with Mission College, 7) Super community Celebration in partnership with Santa Clara University, and 8) Super Community Innovation showcase. Staff also facilitated a regional roundtable discussion on July 9, 2015 to discuss opportunities to coordinate activities across the Bay Area to showcase the best our region has to offer leading up to Super Bowl 50.

CITY OF SANTA CLARA
2015-2017 STRATEGIC OBJECTIVES UPDATE
July 14, 2015

FUTURE STUDY SESSION ITEMS					
When	Who-Lead	Who-Assist	What	Status	Comments
6/30/16	Deputy City Manager	Director of Planning & Inspection	Revitalization of properties along El Camino, more specifically with Smart & Final shopping center.	On Target	See update regarding El Camino under goal to "DELIVER AND ENHANCE HIGH QUALITY EFFICIENT SERVICES AND INFRASTRUCTURE"
7/14/15	Assistant City Manager		Update on Super Bowl community events, including costs.	On Target	See update on local events under "BALANCE THE EMERGING ECONOMIC OPPORTUNITIES WITH THE NEEDS OF OUR COMMUNITY."
5/5/2015	Deputy City Manager		Evaluate process for raising minimum wage to the level of San Jose and Sunnyvale (\$10.30 with CPI adjustment every July 1st) by January 1, 2016	On Target	Completed Study Session with Council on May 5, 2015. Complete 5 outreach meetings in collaboration with the Chamber. Plan to bring draft ordinance with \$11 an hour effective January 1, 2016 to Council for consideration on August 18, 2015.
6/30/2015	Director of Water & Sewer	City Attorney	Start negotiations for an agreement with the SFPUC regarding Santa Clara's continued use of Hetch Hetchy Water.	On Target	The Director of Water and Sewer Utilities met with SFPUC staff on April 14th to outline the conditions necessary to change the status of Santa Clara from interruptible to permanent. SFPUC is considering changes to contractual language proposed by the Director. The Director has additional meetings scheduled in the coming months. The next meeting is July 8th.
8/25/15	Assistant City Manager/Chief Operating Officer		Current status of city infrastructure.	Revised Date	To be brought to Council Study Session August 25, 2015

CITY OF SANTA CLARA
2015-2017 STRATEGIC OBJECTIVES UPDATE
July 14, 2015

FUTURE STUDY SESSION ITEMS					
When	Who-Lead	Who-Assist	What	Status	Comments
12/1/2015	Director of Water & Sewer	Assistant City Manager/Director of Finance	Secure financing for the city's portion of the San Jose/Santa Clara Waste Water Treatment Plant Facility Major Upgrade Project. Presentation of financing plan projected for December 1, 2015.	On Target	The San Jose/Santa Clara WPCP has significantly modified the CIP contribution for FY15/16. The Department is currently working with the Finance Department to determine if financing is necessary in FY15/16.
12/30/2015	Director of Water & Sewer		Accelerate use of water from the Silicon Valley Advanced Water Purification Center.	Revised	The Director of Water and Sewer Utilities testified at the State Water Resources Control Board meeting on May 5th regarding the approval process for recycled water use. The Water Utility also hosted a Drought Summit on May 14th with State Bard Chair Felica Marcus and State Board staff in attendance. The Drought Summit included discussions of accelerated approval for the use of recycled water for direct and indirect potable reuse. The Department worked with the SCVWD to propose CEQA exemption language to be included in the Governor's trailer bill SB88. Work is continuing with the SCVWD to potentially have a pilot indirect potable reuse pilot project in Santa Clara.

CITY OF SANTA CLARA
2015-2017 STRATEGIC OBJECTIVES UPDATE
July 14, 2015

FUTURE COUNCIL MEETING ITEMS					
When	Who-Lead	Who-Assist	What	Status	Comments
3/31/2015	Assistant City Manager/Economic Development Officer	Assistant City Manager/Director of Finance	Conduct an Stadium Authority meeting to get up-to-speed on operation and financial aspects of Levi's Stadium to date.	Done	On March 24, 2015, a comprehensive presentation was made to the Stadium Authority Board regarding the budget, first year events, traffic/transportation, and customer satisfaction of stadium operations.
4/7/2015	Assistant City Manager		Appointment of Council Members to the ad-hoc Governance Committee.	Done	Members have been appointed by the Council. The first meeting was on July 7, 2015.
12/31/2015	Director of Parks & Recreation		Develop a Master Plan for Ulistac.	On Target	In May 2015, Council authorized the transmittal of a letter to the Santa Clara Valley Open Space Authority supporting the nomination of the Ulistac Natural Area as a Priority Conservation Area. A Master Plan for Ulistac was completed in 1998. Further Council direction on modifications, if any, would be needed.
8/31/2015	Fire Chief		Creation of an emergency operations plan.	On Target	Currently under review and revision.
10/30/2015	Director of Human Resources		Current state of public safety and other recruitments/staffing city-wide.	Revised	A recruitment and staffing study has begun for all City Departments, with the exception of Public Safety, by Management Partners. Public Safety is being studied by different consultants. This study is on target. The Consultants are meeting with Department Heads and some key staff from each Department.

CITY OF SANTA CLARA
2015-2017 STRATEGIC OBJECTIVES UPDATE
July 14, 2015

OTHER					
When	Who-Lead	Who-Assist	What	Status	Comments
12/31/2015	Assistant City Manager/Economic Development Officer	All Directors	Identify a point person to coordinate city-wide sustainability efforts to provide regular reports to Council.	Revised Date	Staff expects to begin to coordinate this effort during the second half of the calendar year.
9/22/2015	Assistant City Manager/Economic Development Officer	Assistant City Manager/Director of Finance	Include operational and financial updates of Levi's Stadium at monthly Stadium Authority only meetings.	On Target	A presentation on Stadium finances and operations was made to the Stadium Authority Board on March 24, 2015. At that time staff discussed the upcoming fiscal year 2014-15 audit and pending negotiations on the one-time rent reset called for in the Stadium lease. The work is ongoing and is anticipated to be complete by late summer/early fall. Staff is also working to prepare a new periodic status report on Stadium Authority operations and finances and expects to have this first report available later this summer.